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OCT 12 1953

MEMORANDUM FOR: Acting Deputy Director (Administration)

THRU : Chief of Administration, DD/P

SUBJECT : Survey Report [REDACTED]

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1. **PROBLEM.** To re-evaluate logistics type T/O positions with the MSA Division with a view toward determining:

- a. The appropriate organizational location for the most economic and efficient performance of essential logistical functions and
- b. The minimum number of personnel estimated to be required for the performance of such functions.

2. **ASSUMPTIONS.**

- a. That procedures, now under development, governing the preparation, review and authentication of the Logistical Annex required as an attachment to every project having a material requirement, will create a workload for the [REDACTED] considerably in excess of that now being performed.
- b. That a revised directive, now in the process of coordination, concerning the preparation and processing of the Forecast of Material Requirements, will be approved substantially as written.
- c. That revised Field Supply Procedures, [REDACTED] while providing for the preparation of requisitions at field station level, will not effect materially the workload of the MSA [REDACTED]

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3. **FACTS BEARING ON THE PROBLEM.**

- a. The entire system of logistical procedures is in the process of revision and correlation with the expanded responsibilities of the Logistics Office. These revisions, coupled with refinements being made in Program Planning procedures and the budget and finance system, will tend to place added emphasis on logistical calculations at all levels.
- b. The [REDACTED] is operating under functions developed for it by the Chief/ [REDACTED]. The functions, generally, assign the duties being performed. Both the functions and the actual duties are a combination of specialized logistical activities and general service, administrative and housekeeping matters. See Tab A.

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- c. There are no approved functions for a prototype logistical element in an area division. Intra-divisional assignment of functions has been left, very generally, to the discretion of responsible officers in the individual divisions.
- d. The T/O for the Section authorizes five positions, one of which (Clerk-Steno) has been vacant for several months. See Tab C. In addition, the Section has had the equivalent of one additional full time employee plus some overtime; however, a considerable amount of this available strength is now being spent on TDY overseas.
- e. Reasonably current job descriptions are in effect for three of the jobs authorized on the T/O. No description is available for the second position in the Section, (a GS-12 Supply Officer) or for the Clerk-Steno position, jobs No. 82 and 85. See Tabs D 1-5.
- f. In the absence of specific work units applicable to the several operations performed in the Section, and any record of actual time spent on each, it has been necessary to establish arbitrary factors and except such actual counts as are available, making estimations for the others. While these factors have no particular significance in themselves, it is believed that they may prove helpful for comparative purposes as the survey is extended to other area divisions. A compilation of the data collected in all divisions should indicate questionable deviations from the norm. See Tab F.

4. DISCUSSION.

- a. All aspects of the Agency logistical system are now under study in order to attain a tighter control and provide adequate coordination in the preparation and processing of all related documents. The situation is generally as follows:
 - (1) Logistical Annexes are being prepared throughout DD/P, under procedures which are largely obsolete. Revisions are under consideration which will provide for the preparation of detailed annex attachments to all projects having materiel involved and require the complete coordination, concurrence and authentication of such annexes prior to release from the area divisions for approval by higher authority. It is not possible to calculate the extent to which such requirements will increase the workload of a [REDACTED]. It is safe to assume that personnel of the Section will have to provide staff assistance and guidance to the country desks and case officers in the development of annexes in order to assure that nomenclature, stock numbers and estimations of price are correctly stated and that other logistical factors are given proper consideration. The Section will then, acting as a division staff level logistical element, conduct a review of the annex for all of its logistical implications, make adjustments if necessary to conform to policies and programs of the division, and accomplish the required coordination and authentications

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necessary before the division chief can sign-off on the project.

- (2) A proposed directive is now in the process of publication which, if approved, will change the current procedure for the preparation, processing, review, consolidation and periodic adjustment of the semi-annual Forecast of Materiel Requirements. The directive will require the preparation of the basic Forecast at field, zone officer or country desk level, based on the sum of the materiel reflected on the project summaries pertinent to the area or country and from other available information. The forecasts will then come to the [REDACTED] for "review and adjustment of individual forecasts to bring them in line with current plans and operations".

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- (3) Revised Field Supply Procedures, [REDACTED] have been reproduced in tentative form and coordinated. This procedure provides for the preparation, where possible, of requisitions in field stations, using the new supply catalogs and price lists which are now being developed and distributed. In view of the number of small field stations, it is not likely that this procedure will reduce materially the workload in the NEA [REDACTED].

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- (4) In summation, the proposed procedures for the preparation of Logistics Summaries will tend to increase the workload of the Section because of the demand for complete detail and pricing; the proposed procedure for the preparation and processing of forecasts of Materiel Requirements and the new field supply procedures are not expected to make much change in the NEA workload.

- b. The concept under which the [REDACTED] NEA, is being operated does not place the proper emphasis on the importance of the logistical aspects of the division's mission. Tightening budgets and the attention now being focused on improved computations and accountings will force the development of more comprehensive and realistic materiel computations, from the inception of a proposed project and its logistics annex, through the compiling and review of materiel forecasts, and the requisitioning of the actual supplies and materiel. The staff logistical personnel in the area divisions certainly are operating in a specialized field and should be recognized as such throughout the division. This stature cannot be attained if they are assigned activities of a housekeeping character, as in this division. The expenditure of time by GS-12 specialized employees (estimated to be the equivalent of 40% of one man's time) in addition to the equivalent of 70% of the time of lower graded personnel, on that type of activities cannot be justified.

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- c. The T/O of the [REDACTED] authorizes five positions. These are detailed on Tab C. The position of Clerk-Typist, GS-5, has been vacant through all of 1953. Overtime is estimated to have averaged 1 1/2 hours per week. The equivalent of one full time person has been available to the Section through the use of approximately 3/4 of the time of a Sgt., assigned to the [REDACTED] but physically located in the Section, plus the services of transient personnel who are, from time to time, located in the Section. Approximately 3/4 of the time of

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one person will be lost to the Section during the last half of this year due to overseas TDY - eighteen weeks estimated TDY out of twenty-six weeks. Slightly more than the equivalent of one employee (44 hours per week) is estimated to be used in the performance of general service-housekeeping type activities. See Tab E for calculation of the man-hours expended and the breakdown, by grade, of the hours spent on other than logistical duties.

- d. Three reasonably current job descriptions are of record. There appear to be no descriptions for two of the positions authorized on the T/O - IE-02 Supply Officer, GS-12; and IE-03, Clerk-Steno, GS-3. The descriptions that exist are relatively factual as to areas of responsibility and actual duties. They include statements concerning the general service-housekeeping activities and those pertinent to the specialized logistical responsibilities. See Tabs B 1 through 5.
- e. In order to determine the workload of the Section, it was necessary to establish a list of the activities being carried on in the Section. An evaluation of these activities indicated that they fall into three categories, 1) those which belong, properly delineated, to a logistical unit, 2) those of a simple service nature (which should be reduced to a minimum) and 3) those which, it appears, should be dropped because they are duplications or are no longer necessary. These activities, with explanatory notes where required, are as follows:

Logistics Area Activities

- (1) a) Assist country desks and case officers in the preparation of Logistics Annexes to projects or programs, and b) the staff review, coordination and authentication required at division level prior to release for PAC approval.

Note: Annexes, to the extent that any have been prepared, were formerly developed by the division functional staffs. This responsibility has recently been given to the [redacted] and it is now assisting in the development of the annexes and performing division staff level review and coordination. The Chief of the Section estimates that approximately one-third of the projects having material requirements are now supported by detailed logistics annexes.

- (2) a) Assist division and field elements in the preparation of Forecasts of Material Requirements and b) the division staff level review, adjustments for conformance to policy and program changes, and coordination and authentication necessary prior to release to Logistics Office.

Note: Due to the peculiarities of this area and the fact that there are 31 stations having an average of less than four people assigned, the foregoing activity will be conducted almost solely in the [redacted] coordinating

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with the appropriate country branch and case officer.

- (3) Prepare requisitions and requests for shipment; review adequacy of requisitions prepared in the field; follow-up with Logistics Office to ensure timely delivery; and make the distribution of information copies of requisitions and VEH's.
- (4) a) Process requests for special or recurring reports, b) coordination to ensure accomplishment on the part of the appropriate field or headquarters element, and c) division staff level review and release to requesting office.

Note: At the present time there is no requirement for recurring reports - with the exception of a monthly report on the progress of one specific project. There will be a need for this report for a few months and it will then be discontinued. However, it may be expected that the Logistics Office, operating under a closely controlled supply procedure, may require certain recurring reports from the field and headquarters elements and action thereon should be correlated and coordinated by the [REDACTED] for the NSA area.

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- (5) Prepare or assist in the preparation of special routing, packaging and shipping instructions and plan channels for the movement of material to field stations.
- (6) Coordinate requests and initiate action to obtain furnishings for overseas housing space to be occupied by Agency personnel.
- (7) Maintain records of safe house locations in the Caracas area.
- (8) Cooperate, to the extent requested, in the development of consumption and supply factors, stock levels and T/S's and A's.

Note: This should be a minor detail since the primary responsibility for such factors rests with the Logistics Office and the appropriate Senior Staff.

- (9) Maintain liaison with the Logistics Office, Medical, Comm., T&M, Senior Staffs, other area divisions and others on Logistics matters of common concern.
- (10) Act to clear up problems in the shipment of personal effects and private automobiles.

Note: The arrangements incident to the shipment of personal effects are the responsibility of the Transportation

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Division. The [REDACTED] will enter the picture only in problem cases.

- (11) Pass on the requests for vehicles, administrative and quasi-official, as to justification for purchase or disposal, type to be used, and similar factors, and prepare requests on the Logistics Office for action.

Note: The matter of vehicles for field service is discussed elsewhere in this study.

- (12) Maintain registers, logs and files directly pertinent to the above functions.

Administrative-Housekeeping Activities

- (13) Arrange for division space, furnishings and telephone service and plan moves and arrange for moving crews.
- (14) Assign parking spaces allocated for NSA headquarters personnel.
- (15) Coordinate all division requests for reproduction and prepare necessary requests for such service.
- (16) Act as coordinating point for all division demands on the Building Service Officer and follow-up to see that service is rendered.
- (17) Receive and consolidate all book and periodical requirements for headquarters and the field, prepare necessary order forms, accomplish the actual delivery in some instances, service complaints on non-delivery, and maintain records of books charged out within the division on a loan basis.
- (18) Service all division requests for maps, charts, pictures, etc.
- (19) Coordinate all requests for machine and typewriter repair service and arrange for accomplishment.
- (20) Obtain, sort and pack for dispatching, items of publications, paper and forms, administrative items and other dispatchable items peculiar to the Agency.
- (21) Maintain and service a central reproduction service (Autostat Instant Copy machine) for division use.

Note: This service is an unnecessary duplication and should be discontinued. Duplicating machines are maintained and serviced on Room 8027 J for the use of any division personnel who wish to go there and use the equipment.

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- 25X1A f. NSA Division [REDACTED], dated 16 September 1952, states the functions of the three Sections of the Admin. Staff and, for the [REDACTED] says "will be responsible for the accomplishment of all actions necessary to provide supplies and services for personnel and activities within the NSA Division's responsibility to include", and lists nine activities which the Section will perform, including "procurement of supplies and equipment, shipping and transportation, real estate procurement, automobiles". This statement is over written. Interpreted literally, the Section would be responsible for "the accomplishment of all actions" having to do with supplies, equipment and real estate, from the inception of an idea involving material, all staff and operational planning, the necessary logistical calculations, the procurement, contracting, storage, issue, stock accounting, packing, shipping, etc., until the material was in the hands of the using operator. This is obviously not true. The Section has an important part in the supply system and this part should be clearly delineated in the functional statements and in the job descriptions of the personnel who are to perform the functions. Generally, the Section should be responsible to ensure that staff and operational planning, as it efforts planning for material, is in consonance with current situations, probabilities and possibilities; to provide staff level assistance and guidance in the logistical aspects of all material calculations and compilations within the Division; to correlate the activities required within the Division in the development and preparation of such logistical documents as the material annexes to programs and projects, forecasts, recurring and special reports concerning logistical and supply matters; to provide a staff level review of all such documents to assure their correlation with other projects and programs of the Division and to provide or obtain the necessary concurrence, coordinations and authentications necessary prior to sign-off by C/NSA; to receive requests from the operating elements of the Division and the field stations for material and equipment, assure that such material is within the scope of authorized projects and programs, is obtainable, suitable, etc., and to prepare the appropriate requisitions and shipping instructions; to follow-up on requisitions to assure timely delivery; and to perform other duties of a logistical nature incident to any of the foregoing.
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- g. In addition to the items mentioned above, [REDACTED] charges the Section with responsibility for administrative-general service-housekeeping type of activities, e.g., office space and services, parking facilities, maintenance, physical security, misc. services. Others in this same category have either been added or assumed. It is conceded that a minimum amount of such activities must be carried on if the Division is to function smoothly. However, in view of the discussion in paragraphs 4-b, 4-c and 4-d above, it would appear that all responsibilities of this nature should be

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taken away from the [REDACTED] and assigned to a clerk of appropriate title and grade attached directly to the office of [REDACTED], leaving the [REDACTED] free to assume the stature of a staff level unit performing in a specialized field, and for which commensurate grades have been allocated. The expenditure of 16 hours per week of the time of GS-12 employees on such activities cannot be justified. Further, the performance of these low level activities detracts from the standing which staff specialists should assume and for which they are paid.

- b. A survey of three of the seven area divisions indicates that there is no uniformity in the matter of vehicle records. One division maintained no records within its offices concerning vehicles - depending entirely on Logistics Office records, another kept a very extensive record system, and another has what is probably near a minimum records system. In each division it appears that there is a lack of any simple, adequate procedure whereby information on the status of vehicles in the overseas areas is provided in such manner that the details may be picked up by the proper office of record. Functional responsibility for approving the purchase or disposal of vehicles and for maintaining titles to all vehicles is vested in the Logistics Office. It follows that Logistics Office would be responsible to maintain the official vehicle records and has, in fact, established such records. These have been correlated with the records of the area divisions and adjusted accordingly. Logistics Office has stated that it now is in a position to provide the area divisions with periodic and/or special reports giving all required information concerning the vehicles in any given area, with the possible exception of one. It appears, however, that Logistics Office is now securing the information for its records from the same unsatisfactory channels available to the area divisions. The

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Office can obtain reasonably current information concerning vehicles and is in a position to render periodic reports to the area divisions showing the essential data on each vehicle in the area, then the keeping of such records in the area divisions is a duplication and should be discontinued. Such periodic report would provide a handy desk reference for the solution of day to day questions concerning vehicles. The Logistics Office is now coordinating a procedure which should assure receipt of pertinent and timely data. This survey will recommend that the keeping of vehicle records be discontinued in the area divisions and that the Logistics Office be called upon to provide accurate and adequate periodic reports for use in the area division.

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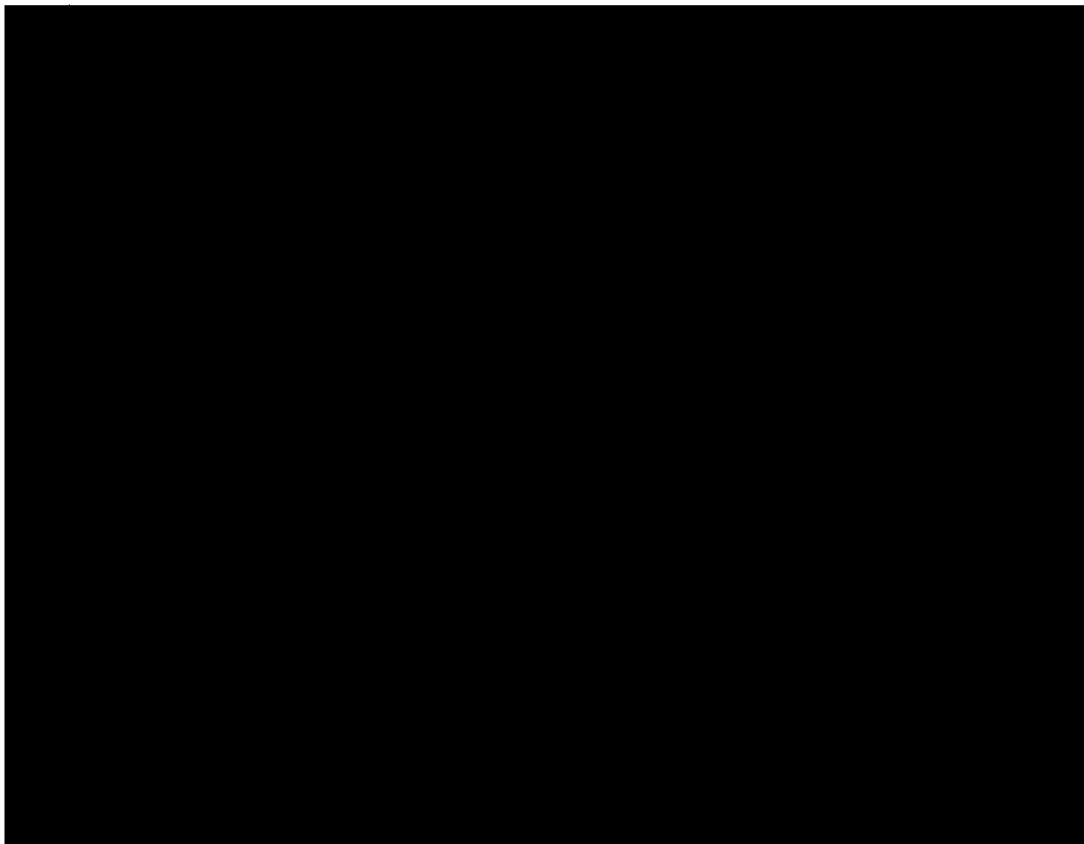
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1. In the absence of established workload factors, historical data concerning the distribution of manhours expended, and approved standard time allowances applicable to the factors, it is necessary to base judgment concerning T/O requirements on observation, estimations, the calculated impact of forthcoming procedures, and possible savings in effort as a result of the elimination of certain activities. Estimates furnished indicate that one half of the time of one man (20 hours per week for GS-12 personnel) is spent attending meetings and conferences and that, for the last half of this year, three fourths of the time of one person (GS-12 level) will be spent on TDI overseas. Taking all of the foregoing into consideration, and assuming the reasonable accuracy of the estimates and the acceptance of recommended corrective measures, the following tabulation would appear to be a reasonable calculation of the T/O strength required to perform the purely logistical functions of the NSA/ [REDACTED] without the need for outside assistance or overtime:

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The foregoing calculation assumes that the demand for attendance at conferences and meetings (20 hours per week) cannot be justified at that amount and that the need for overseas TDI on the

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part of logistics personnel will have been satisfied by the recent six weeks tour on the part of one Supply Officer and the contemplated three months tour on the part of the Section Chief. This T/O figure would be reached in two stages; first, one of the present five positions would be transferred to the [REDACTED] with the transfer of responsibility for other than logistical activities; second, upon completion of the presently planned TSM on the part of the Section Chief, one position would be retained in the T/O but allowed to remain vacant pending determination of the impact from the functional, procedural and activity rearrangements recommended herein, the question being on clerical-typist workload, and would be filled only upon justification following a shake-down period.

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Information gathered in the conduct of this survey indicates that the [REDACTED] has been initiating, on a crash basis, practically all the detailed logistical calculations in connection with recent material forecasts and some budget justifications because of the fact that adequate logistics annexes were not prepared by the Country desks, Case Officers, and field stations to provide justification for their program and projects at the time they were initially submitted for approval. The [REDACTED] estimates that approximately one-third of the NSA projects having material involvement are now supported by detailed logistics annexes. Inasmuch as detailed logistics annexes, accurately calculated, provide the only sound basis for all requisition reviews, logistical calculations, material forecasts and budgetary estimates and support, it appears that the C/NSA or other appropriate official should assure that such annexes are prepared for all projects wherein material is involved. The existence of such annexes would reduce materially the "crash" operations in the [REDACTED] when forecasts of material or budget estimations are demanded and would provide a sound and justifiable basis for such calculations.

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It is noted that throughout the area divisions the term [REDACTED] has been applied to the element under study. This title came about at the time of the CSO/OPC merger when it was believed that there would be a considerable supply responsibility vested in these elements. However, since all supply responsibility is now vested in the Logistics Office, the area divisions have responsibility for requirements and logistics calculations as these affect their individual operations.

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It is believed that the term [REDACTED] would more accurately describe the element and that job titles for the personnel of such elements should be "Logistics Officers" rather than Supply Officers.

1. There appears to be need in the Area divisions for the development of standards and justifications concerning the authorization, utilization, replacement and disposal of vehicles. Because of the world-wide distribution of Agency operations, it may not be possible to develop one over-all set of standards and justifications sufficiently specific

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25X1A supplements for each area division which could be specific and be related directly to the terrain, type of service and other pertinent considerations. Such standards would serve the [redacted] as approved guides in determining the justification for vehicle requests presented by operating officials and would also provide assurance to the Logistics Office, which has functional responsibility for the approval of Agency purchase, replacement and disposal requests, that such requests have been approved by the divisions in accordance with predetermined and approved policy and standards rather than on some hit or miss basis.

25X1A The [redacted] maintains contact with the Office of Logistics through a Coordinator appointed by that Office. This arrangement appears to be fully satisfactory. There is considerable direct contact by the Coordinator with the lower echelons of the division and by the Section with individuals in the Office of Logistics. However, this seems to be mutually satisfactory to the section and the Coordinator and each keeps the other advised of such contacts. The Coordinator serves a very useful purpose and, in a discussion with this examiner, he indicated that he was receiving excellent cooperation and had no immediate problems so far as the section was concerned.

2. CONCLUSIONS.

a. It is not possible to determine exactly the impact of forthcoming logistical procedures; however, a review of proposed directives seems to indicate that the workload of the [redacted] in logistical matters, will not be greater than under present procedures. 25X1A

25X1A b. In order to place the correct emphasis on the division's logistical responsibilities, and to give stature to the unit which must perform in this specialized field at division staff level, all general service, housekeeping and miscellaneous activities should be removed from the [redacted] and reassigned or discontinued as outlined in paragraph 4-a.

c. The present functional statement for the [redacted] should be withdrawn and the logistical responsibilities of the Section should be clearly defined in a new statement. 25X1A

25X1A The [redacted] can discharge its logistical responsibilities with a 2/0 of three positions provided that all non-specialized activities are removed from the Section, the demands for attendance at conferences and meetings is reduced to the essential minimum, and the need for overseas TDY is satisfied by the two trips of this year. One of the five positions presently allocated to the [redacted] should be transferred to the [redacted] to handle the general service-housekeeping activities recommended for transfer to that office. The 25X1A

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Clerk-Steno position can be retained on the [REDACTED] P/O but it should be allowed to remain vacant. While the calculations of this study indicate that the Section can operate with three positions, this can be proved only by a shake-down period. The position would be available if, after such period, there is adequate justification for the additional employee.

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- e. The appropriate HIA official should take immediate action to ensure the preparation and approval of a detailed logistical annex for each action on proposed projects having a requirement for material.

25X1Ar. The term [REDACTED] does not define the field in which this element operates; the element should be re-named the [REDACTED] and personnel concerned should be reclassified as Logistics Officers, rather than Supply Officers.

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- g. The Section can discontinue general vehicle records and depend upon periodic reports from Logistics Office to serve as desk reference in the solution of day to day operating questions. The Section must

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vehicles now being circulated by the Logistics Office for concurrence prior to publication.

- h. There is need for approved policy, standards and acceptable justifications for the issue, replacement and disposition of division vehicles.

25X1A i. Action should be taken to prepare correct job descriptions for all of the [REDACTED] positions.

25X1A j. The clerical workload of the [REDACTED] under present conditions can be reduced by the transfer and discontinuance of activities discussed above and the disposition of all registers, card systems, files and work papers incident thereto. The registers, logs, and files necessary in a Section having purely staff logistical responsibility need not be extensive.

6. RECOMMENDATIONS.

- a. That activities which are duplications or may be dispensed with, as discussed in paragraph 4-c, be discontinued and incidental machines, equipment, filed material, etc., be disposed of.

- b. That the necessary administrative-general service-housekeeping type activities, now being performed in the [REDACTED] and described in paragraph 4-e, be transferred to the office of the Chief [REDACTED] together with any incidental files and equipment.

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- c. That the functional statements under which the [REDACTED] is operating be withdrawn and that a new statement of functions be issued which will delineate the Section's responsibilities on the staff level logistics unit for the division.

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- 25X1A d. That one position be transferred from the [REDACTED] I/O to the [REDACTED] IIA to assume the activities transferred to that office as recommended above and that the Clerk-Typist position be retained as a vacancy on the I/O to be filled only after a six-month period and adequate justification.

- 25X1A e. That [REDACTED] IIA review the demands for attendance at meetings and conferences (estimated at half of the time of one man), and for overseas TDY (estimated to equal three-fourths of one man's time for the last six months of this year) on the part of [REDACTED] personnel.

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- f. That the appropriate IIA Division officials take steps to develop, coordinate and approve a statement of policy, standards and acceptable justifications for the purchase, utilization, replacement and disposal of vehicles in the IIA area.

- g. That the appropriate IIA Division officials take action to assure that a detailed logistics annex is prepared for each active or proposed project or program within the division which has a requirement for material.

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- 25X1A 1. That the [REDACTED] be removed [REDACTED] and the personnel be reclassified as Logistics Officers.

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[REDACTED]
Analyst, Management Office

Attachments:
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TECHNICAL ATTACHMENT

Logistics Office Representative:

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Inspection and Review Officer

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APPROVED:

[REDACTED]

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Asst. Management Officer, ID/A
(For the Classification Coordinator)

[REDACTED]

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W. L. Peel
Management Officer, ID/A

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